

(Classification)

Headquarters USACHS
Fort Hamilton, N.Y.
031500 Dec 1962

AMPCS-CH

SUBJECT: Criteria for the selection of chaplains to attend the career course.

1. PROBLEM: To determine whether the criteria for the selection of officers to attend the Branch Officer Career Courses are valid for chaplains.
2. ASSUMPTIONS.
 - a. Increased emphasis will be placed upon chaplains attending the career course during the seventh year of active duty.
 - b. Selection for attendance at the Chaplain Career Course will continue to be based on a consideration of years of service, availability, and priority of other career development assignments or specialist schooling.
3. FACTS BEARING ON THE PROBLEM.
 - a. The current chaplain career pattern indicates that chaplains should attend the career course during the period 6-9 years of service. (See Annex A)
 - b. Other branch officers attend the career course during the period 5-9 years.
 - c. 24 captains and 8 majors currently attending the Chaplain Career Course have been in service 6 years and 11 months and 10 years and 9 months respectively.
 - d. 11 chaplains interviewed have already been staff chaplains. (See Annex B)
 - e. Many chaplains attending the course have been assigned duties which will not require immediate use of the knowledge acquired at school.
4. DISCUSSION.
 - a. Advantages in using the present criteria for the selection of chaplains to attend the career course:
 - (1) Selection in the seventh year permits adequate time for completion of the Orientation Course and rotated assignments at troop level.

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- (2) Selection on an available basis supplies adequate numbers of students to justify classes.
 - (3) Flexibility allows other career development assignments or specialist schooling either before or after the career course.
 - (4) The use of a common criteria places the Chaplain Career Course on a par with those of other branch schools.
- b. Disadvantages:
- (1) Chaplains lacking experience at troop level are being selected too early for the course.
 - (2) Chaplains with extensive staff and administrative experience are selected too late for the course.
(See Discussion Annex C)
5. CONCLUSION. That the criteria for the selection of officers to attend the career course are valid for chaplains.
6. ACTION RECOMMENDED.
- a. That the conclusion in Par 5 be approved.
 - b. That careful implementation and application of these criteria be continued.
 - c. That the results of this study be used as appropriate.
- HUTCHINS
(Major) USA
Chaplain, Ext 2220
- ANNEXES: A--Chaplain Career Pattern
E--Evaluation of Questionnaire
C--Discussion Annex

ACTION BY APPROVING AUTHORITY:

Signature

(Classification)

ANNEX A

CHAPLAIN CAREER PATTERN

Encl # 1 to ANNEX A

Excerpt from letter written by Chaplain (Col) Bernard J. Fenton, Director of Personnel and Ecclesiastical Relations, Office of the Chief of Chaplains U.S. Army, dated 19 October 1962.

" Our current programming for attendance at the United States Army Chaplain School is for individuals to attend the Career Course after approximately seven years of service. This policy is necessary for a full career program and for you to secure the training at this time..."

CHAPLAINS CAREER PATTERN

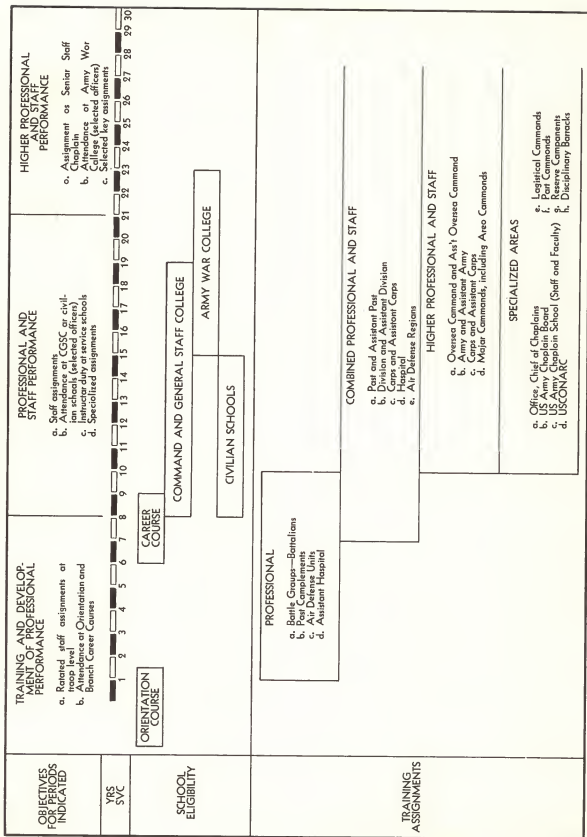


CHART 19

62. Adjutant General's Corps Career Pattern

a. The career program is designed to develop officers who have broad rather than specialized training and experience in Adjutant General duties. This is accomplished through rotation of assignments in positions of increasing responsibility, and through the completion of Army and civilian education courses.

b. The major responsibilities of The Adjutant General requires proficiency in six primary Military Occupational Specialties:

- (1) MOS 2110—Adjutant or Adjutant General
- (2) MOS 2210—Personnel Management Officer
- (3) MOS 0030—Postal Officer
- (4) MOS 2401—Machine Records Officer
- (5) MOS 2402—Automatic Data Processing Plans and Operations Officer
- (6) MOS 5000—Special Services Officer

In addition, experience in MOS 2230 and 2239 is provided, particularly in the lower grades. Restriction of education and duty assignments to just one of these specialties seriously hinders an officer's maximum development and consequently limits his value to the Army. Assignment to positions of highest responsibility requires a working knowledge of all six areas, and channelling of officers in any one narrow field of specialization is to be avoided. Overall requirements of the Army cause a small percentage of selected officers to be assigned to branch immaterial positions. Such assignments should be made only after the officer concerned has received a solid branch material base of experience appropriate to his grade and years of service. Repetitive assignments in branch immaterial positions are to be avoided.

c. First 8 years.

(1) *Duty assignments.* During the first 2 years, newly commissioned Regular Army second lieutenants are detailed to troop duty with a combat arm. Following this detail they, along with AGC reserve officers serving initial tours on extended active duty, normally are given assignments which are rotated primarily toward giving them the widest possible training in the basic MOS of 2110 and 2210. Also, to the extent practicable, experience in one or more of the other four primary areas is encouraged. Branch immaterial assignments during this period are neither sought nor encouraged.

(2) *Education.* As part of the initial 2-year detail with a combat arm, Regular Army officers attend The Basic Course of that branch. Reserve officers attend The Adjutant General's Officer Orientation Course (8 weeks) immediately upon entry on active duty. The Adjutant/Adjutant General Familiarization Course is utilized for officers who transfer into The Adjutant General's

Corps from other branches and Regular Army AGC officers upon completion of their combat arms details. Officers are programmed to attend The Adjutant General Officer Career (Advanced) Course as near the optimum 3- to 8-year period of commissioned service as availability and military requirements permit. Education at civilian universities, related to the personnel management, automatic data processing, or business administration fields, normally commences during the latter part of this period. In some instances training with civilian industry is incorporated into this educational pattern.

d. Nine through 15 years.

(1) *Duty assignments.* Service includes duty with field units, civilian components, and major commands in all six primary MOS areas. New assignments during this period may include duty with The Adjutant General's Office, Staff and Faculty of The Adjutant General's School, and Department of the Army Staff and General Staff assignments with troops. Attempt is made to rotate duty in the various AGC MOS fields so that at the completion of 15 years of service officers will have a full and productive working knowledge of all primary Military Occupational Specialties within the AGC sphere of responsibility.

(2) *Education.* If not completed earlier, attendance at the Career Course and training at civilian universities is concluded during this period and maximum emphasis is placed on selecting qualified officers to attend the Command and General Staff College, and the Armed Forces Staff College.

e. Sixteen through 23 years.

(1) *Duty assignments.* During this period officers are assigned to positions of increasing responsibility on progressively higher levels. New assignment possibilities include duty as Adjutant General of divisions or comparable commands, Department Directors at The Adjutant General's Board and assignment to joint staff organizations.

(2) *Education.* If not completed earlier, attendance at the Command and General Staff College and the Armed Forces Staff College is concluded during this phase. Officers of outstanding promise are selected to attend the Army War College, the Industrial College of the Armed Forces, National War College or other senior service schools.

f. *Twenty-four through 30 years.* Officers are assigned to positions of highest responsibility in The Adjutant General's Office, major commands, The Adjutant General's School, on the Department of the Army Staffs, Department of Defense Staffs, and with the reserve components.

63. Chaplains Career Pattern

a. Clergymen entering active duty as chaplains must be provided with a well planned integrated program of training and assignments in order to assist them in reaching their maximum performance capabilities. The chaplain career program is designed to provide a progressive long-range development of the capabilities and potential of each chaplain. This program is intended to further develop the professional fitness of chaplains; provide an understanding of the Military Establishment in which they will work; further develop their qualities of leadership in order that they may provide a more effective ministry to the personnel they serve; to prepare chaplains to supervise and coordinate the activities of other chaplains in accordance with principles of personnel management; to provide qualified chaplains for staffs of higher headquarters.

b. In order to accomplish these purposes the chaplain career program is divided into three major phases:

- (1) *Period of training and development of professional performance (0-8 years).* During or prior to this period the chaplain is required to complete the Chaplain Officer Orientation Course in residence at the U.S. Army Chaplain School. This course is designed to provide the newly commissioned chaplain with a working knowledge of the Military Establishment and with sufficient information to enable him to effectively serve the personnel of the unit to which he is assigned. In this period his assignment will be limited to units at the lower level of command. His initial assignment will be to a position where he will serve under the guidance and supervision of a more experienced chaplain. As his service progresses he may be the only chaplain. During the latter part of this period he will return to the U.S. Army Chaplain School for attendance at the Chaplain Officer Career Course. This course is designed to provide a broad background in all phases of chaplain activities. The chaplain will be trained in the professional, administrative, and supervisory responsibilities of a staff chaplain at all levels of command. This program will include detailed instruction in the field of personnel and financial management to assist him in his future responsibilities in preparing and executing the chaplain program. The primary intention of this course is to equip the chap-

lain to assist the commander in providing a comprehensive and meaningful religious program for the command.

- (2) *Period of professional and staff performance (8-21 years).* During this period a few chaplains who indicate outstanding staff ability and potential will be selected for attendance at the Command and General Staff College. These chaplains will be given assignments that will make maximum use of their training, such as, to major commands or specialized areas. A few other chaplains who show outstanding professional competence will be selected for training at civilian institutions or universities. These chaplains will be given assignments where maximum use may be made of their specialized or professional training. All chaplains who demonstrate capabilities for greater positions of responsibility will be given progressive assignments to make maximum use of their potential. These assignments will be varied to provide a well-rounded and versatile career. Selection for these assignments will be dependent upon demonstrated performance of duty in each type of assignment. During the 16 to 23 years' period a limited number of highly qualified chaplains who have demonstrated outstanding professional and staff capabilities will be selected for attendance at the U.S. Army War College. These chaplains will be assigned to high level staff positions where they will participate in planning and developing the religious and moral program of the U.S. Army.

- (3) *Period of higher staff and professional performance (21 years to retirement).* This is the final period in the chaplain's career. The training that he has received and his assignments have prepared him for positions of responsibility commensurate with his capabilities. During this period he will be assigned to staff positions from Division level to Department of the Army level.

c. An adequate career pattern for chaplains requires the assistance of all chaplains in supervisory positions. Every effort must be made at all levels to institute and support a strong career management program in order to discover and develop the maximum potential of the individual chaplain.

FINANCE CORPS CAREER PATTERN

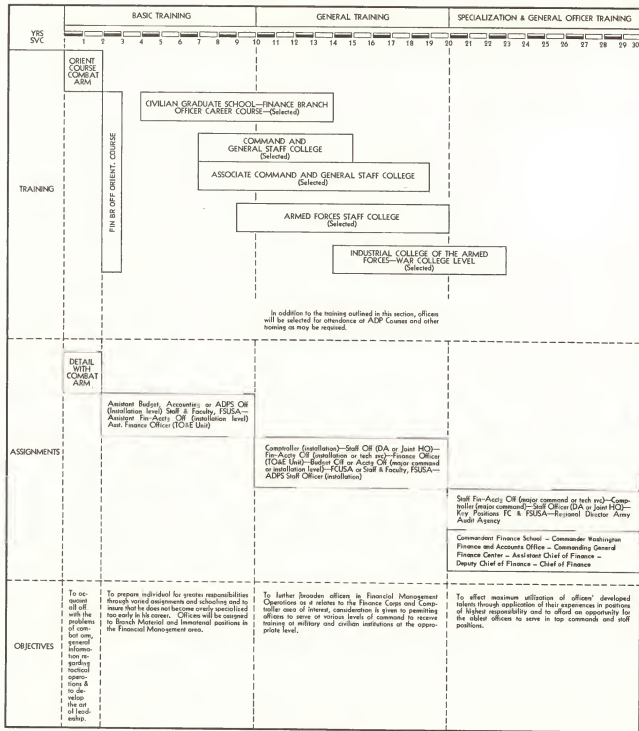


CHART 20

ANNEX B
EVALUATION OF QUESTIONNAIRE

HEADQUARTERS USACHS
Fort Hamilton, N.Y.
130900 Nov 1962

AMPCG-CM

SUBJECT: Staff Study

1. Please give me the following information about yourself:
 - a. Rank
 - b. Total length of service
 - c. Prior military service
 - d. Present assignment
 - e. Types of duty you have performed:
 - Battle Group Chaplain ()
 - Battalion Chaplain ()
 - Division Chaplain ()
 - Asst Division Chaplain ()
 - Post Chaplain ()
 - Asst Post Chaplain ()
 - Other (state)
2. In your opinion were you selected for the career course
 - a. too early ()
 - b. too late ()
 - c. appropriately () for the training to be of value to you and the Army?
3. Selection for attendance at Branch Officer Career Courses is based on a consideration of years of service, availability, and priority of other career development assignments or specialist schooling. In your opinion are these criteria valid for the selection of chaplains to attend the Career Course?

Yes ()
No () Why?

Encl #2 ANNEX B

Evaluation of information received from questionnaire distributed to 32 chaplains presently enrolled in the Career Course.

1. 24 Captains have been in the service for the average of 6 years and 11 months before attending the career course.
2. 8 Majors have been in the service for an average of 10 years and 9 months prior to attending the career course.
3. 8 Captains and 3 Majors interviewed had already been staff chaplains prior to coming to the career course.
4. 4 chaplains stated that they had been selected too early; 3 stated they had been selected too late while 25 believed they had been appropriately selected to attend the career course.
5. Answers furnished indicated that a majority of chaplains will return to assignments which are not supervisory or staff in nature.
6. Several chaplains commented as follows:
 - a. " I can't think of any other valid criteria, however, I feel that as presently constituted much of the material is needlessly repetitious and the course should be shortened. Also chaplains who have had staff experience on this level (Assistant Army Chaplain) ought not to have to attend the career course, but rather receive constructive credit." (Major with 12 years of service)
 - b. " I feel that it will take a few years to get the schooling in the years presently recommended. There are still several chaplains who have attended the Company Grade Course at the proper time, but have been overseas or in an assignment which has prohibited their attendance at the career course." (Major with 10 years of service)
 - c. " Obviously these criteria are misleading and invalid. The only valid criteria which should be used is the need for the chaplain to attend, and more important--the fact that he will

Encl # ANNEX B Evaluation of Questionnaire Cont.

learn thereby. The present criteria could be likened to putting a child in the 8th grade because he is between 13 and 14 years old. He may have graduated and be in high school, but no thought is given to the knowledge he already has. Also, since motivation is important, only volunteers should attend the career course, thus allowing the individual chaplain a choice in how far ahead he wishes to go."

d. " In theory this is excellent: in practice (from experience) it is a waste of time. Page 57, Career Guidance Planning for Chaplains is good, but each of these successive steps must add something to the chaplain for the good of the service. An entire new and real look should be taken at the school program, subjects and instructors. It is not doing the job today."

e. " Although the criteria for the selection of Officers to attend career branch courses are deemed adequate for the selection of chaplains to attend the Chaplain Career Course, it is an error to assign a chaplain to non-staff duty immediately after training. Since 1960 the present chaplain has attended both the company grade course and the career course. After two years in the present assignment I was uprooted to attend the career course. After completion of the course I shall return to the same assignment as staff chaplain over one other chaplain. Chaplains who have completed the career course must be assigned to duties commensurate with this additional training. "

ANNEX C
DISCUSSION ANNEX

DISCUSSION ANNEX C

Information contained in Department of The Army Pamphlet 600-3, Career Planning for Army Officers, is basic to our discussion.

" Upon receipt of quotas, each career branch reviews its current eligibility list and selects officers to attend the Branch Officer Career Course. This selection is based on a consideration of years of service, availability, and priority of other career development assignments or specialist schooling. " Par 26 b.

Each officer is automatically considered for career schooling when he reaches the appropriate zone of eligibility. This zone for officers of a majority of the branches is between the 5th and 9th year of service. For the chaplain it is during the 6th through 9th year, or, the 7th year of service. Essentially, then, the zones are the same.

Advantages in using these criteria are as follows:

1. Selection in the seventh year permits adequate time for the completion of the basic course and rotated assignments at troop level. Regardless of prior military service with other branches chaplains need this period of time to become acquainted with the Military Establishment from the chaplain's viewpoint.

2. Selection on an available basis supplies adequate numbers of students to justify the classes. Chaplains in a transient status are most easily made available. Chaplains assigned to posts where there are many other chaplains may be available. Based on the number of chaplains on active duty the number and variety of rotated assignments during the first years of service will be limited. Many of these available chaplains will not have attained the seventh year of service. Because these chaplains may lack the experience of those who have been rotated more often they will not be ready to assume supervisory responsibilities after attending the career course. This does not necessarily mean that they have attended the course too early. Less experienced chaplains, although they will not be staff chaplains immediately, learn the tasks and the problems of the supervisory chaplain. This association should assist them in cooperating with the staff

DISCUSSION ANNEX C Cont.

chaplain in his next or current assignment. Other students attend the career course after they have been successful staff chaplains for a number of years. The nature of their assignments has not permitted them to attend sooner. However, this late assignment is an asset to the school system. The more experienced chaplain is capable of sharing his experience with the younger or junior chaplains. During committee work, which is one of the most important phases of instruction at the school, the late comer acts as an instructor. In order to conduct any school students will continue to be the chief requirement. The use of availability of the chaplain as a criterion for selection for attendance at the Chaplain School will supply the students.

3. Flexibility permits other career development assignments or specialist schooling either before or after the career course. Some senior staff chaplains have never attended the Chaplain Career Course. When a chaplain shows promise as an administrator the Chief of Chaplains has selected him for high staff positions or other military schooling. This practice has made for proper utilization of the outstanding talents present in many of our chaplains. To make attendance at the Chaplain Career Course a prerequisite to further military schooling would severely hamper the mission and initiative of many of the active duty chaplains. The Chief of Chaplains must be allowed the freedom of assigning capable chaplains to duties commensurate with their talents. While all chaplains in a reserve status should complete the non-resident Career Course for promotional requirements, and most of the active duty chaplains will attend in residence, flexibility as a criterion will assign a few chaplains who may never attend school.

4. The use of a common criteria places the Chaplain Career Course on a par with those of other branch schools. In the introductory remarks of Annex C it was stated that chaplains are expected to attend their Career Course during the seventh year of active duty. Officers in other branches attend during the period 5 through 9 years of service. This is an average. During early years of service chaplains and line officers accomplish similar rotated troop duty assignments. Use of the present criteria will

DISCUSSION ANNEX Cont.

enhance the prestige of the chaplains among their peers. The primary intention of the Chaplain Career Course is to equip the chaplain to assist the commander in providing a comprehensive and meaningful religious program for the command. That the chaplains must keep abreast of what is expected of commanders and other line officers is evidenced by the courses taught at the school. The chaplain must not lag in knowledge or zeal. He must match or surpass the moral courage and enthusiasm of the officers with whom he serves. Because officers of the other branches must attend their career courses in approximately the seventh year of active duty, the chaplains should aim at attending that early. If they are to gain and hold the respect and cooperation of the command, chaplains must excell in the performance of bringing men to God and God to men. The image of the chaplain is improving. This is due in part to the fact that they are "keeping up" in knowledge and performance.

It is reasonable to conclude that chaplains must be selected for the Career Course on the same criteria which selected their commanders and future commanders.

A SUMMARY OF STAFF STUDY

Hutchins, Gordon E. Criteria For The Selection of Chaplains to Attend The Career Course.

The purpose of this study is to determine if chaplains were appropriately chosen to attend the Career Course. The criteria in 1962 determined that chaplains should attend the Career Course between six and nine years of active duty service.

Two fundamental problems existed with the program in 1962. About 30% of Chaplains interviewed had already been staff chaplains before coming to the course. They should have come sooner. Over 50% of the chaplains indicated that they would return to assignments which would not be supervisory or staff in nature.

Some of the advantages of the present criteria are: the Chaplain Career Course is on a par with those of other branch schools which require attendance from five to nine years of service; the majority of students would benefit from the Career Course at this time taking into consideration rotation of assignments and overseas assignments; the selection of students on an available basis supplies ample numbers of students to justify classes; and 25 out of 32 chaplains interviewed believed that they had been appropriately selected.

The disadvantages are slight in the overall picture since only four students thought that they had been selected too early. The majority did not know if they would immediately assume supervisory staff functions.

It is concluded that the present criteria be continued since it will prepare chaplains on the same basis as their commanders and future commanders. It is better to be trained and not need it than to need the training and not have it.

CHAP (CAPT) LEE D. BURRIS